



Coast Guard Personnel Service Center (CG PSC)

Business Plan



FY 2011 – 2014

To the Men and Women of the Coast Guard Personnel Service Center:

This document provides an updated *Coast Guard Personnel Service Center (CG PSC) Business Plan for Fiscal Years 2011 – 2014*.

Established in March 2009, CG PSC provides program execution and field level delivery of a multitude of Human Resource (HR) functions for our service to ensure operational excellence and sustainable mission execution in the 21st century. Guided by the Commandant's four focus areas, the overarching goals within the *Deputy Commandant for Mission Support (DCMS) Fiscal Year 2009 Modernization Business Plan and the CG-1 HR Business Plan*, this plan lays the groundwork for the transformation of personnel services to a mission execution and mission support focused organization.



People have always been and will continue to be our most valuable asset. Our people achieve extraordinary accomplishments and accept personal risk on a daily basis without any expectation of recognition. They are called by a higher duty to defend the nation and save those in peril. Providing personnel services to enable our people to perform at the level necessary to meet operational requirements remains an essential element in achieving mission success. To save lives, safeguard our maritime borders, respond to natural and man-made disasters, interdict illegal drugs, and move commerce across the high seas, we need personnel services that are agile, flexible, and responsive to our dynamic personnel requirements.

To meet mission demands, this plan charts the way ahead by identifying goals, objectives, and initiatives in the core areas below. By providing a comprehensive focus in each of these areas, CG PSC can improve mission support personnel services to our people that will serve as a baseline for future improvements.

Unity of Effort; Human Resource (HR) Service Delivery Models:	Place all elements that support the workforce under one command to provide centralized personnel support services and expertise that exceed the individual unit responsibility and capacity. Within this construct, develop HR Service Delivery Models that provide cost-effective and efficient service lines.
Military Workforce Management:	Deliver efficient, effective, and aligned services from recruitment of a diverse and highly qualified workforce to military career management through separation/retirement.
Regional Personnel Support Services:	Provide programmatic oversight, technical authority, and support to Servicing Personnel Offices (SPO), and Morale, Well-Being, and Recreation (MWR) services through field level personnel business lines at bases across the Coast Guard.
Compensation and Benefits:	Deliver centralized compensation and benefits support by minimizing material risks through timely, accurate, and complete HR payroll systems input, internal controls, and data quality assurance efforts.

Our objective is to create HR and personnel support systems capable of placing the right people with the right skills, at the right time and place, and at the best value, to support and accomplish 21st Century Coast Guard missions. Our Guardian ethos as maritime guardians is to serve the citizens of the United States.

A handwritten signature in blue ink, reading "D. R. May".

D. R. May
Rear Admiral, U. S. Coast Guard
Commander, Coast Guard Personnel Service Center

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INTRODUCTION

Personnel Service Center Evolution

Coast Guard modernization was a massive and unprecedented effort to completely restructure around mission execution and mission support models. Under the leadership of the Deputy Commandant for Mission Support (DCMS) and the Assistant Commandant for Human Resources (CG-1), the Personnel Service Center was fundamentally designed to align and transform personnel support services by eliminating geographic and organizational bifurcation; providing integrated military workforce management; delivering regional depot-level personnel services; and providing accurate and auditable compensation and benefits systems for all Coast Guard personnel.

"Moving Modernization forward to completion is one of my highest priorities and central to my principle of steadying the service."

Admiral Robert J. Papp, Commandant, U. S. Coast Guard

Capitalizing on today's technologies and best practices, CG PSC will position the Coast Guard for operational excellence and sustainable mission execution in the 21st century.

Purpose

This document provides a business plan that focuses on developing and improving personnel services to support Coast Guard mission execution over the next four years. CG PSC will continually assess its performance by establishing goals and objectives. Performance measures will be used to monitor our progress and program success.

"It is incumbent on each of us to help each other through this transition, focus on the future state and move forward smartly to fully realize consistent and robust field mission support."

Admiral Robert J. Papp, Commandant, U. S. Coast Guard

This process will ensure CG PSC's goals are aligned with Coast Guard and Department of Homeland Security (DHS) goals, linking programs and integrating activities to performance measures, resource priorities, and strategic objectives.

Scope

The principal utility of this plan is to provide the people of CG PSC a roadmap that can be used to review current state, propose future state, and plan for long-term processes, practices and programs over the next four years. Moreover the plan serves as a living document to identify issues or detect problems early and amend them holistically, as appropriate, based on policy or process course changes, review of best practices, and analysis of performance measure results.

The strength of our Coast Guard is in the professionalism, dedication, and tenacity of our people. The workforce of tomorrow will be different from today's and will have very different support needs. Assessing, managing, caring for, and supporting that workforce will require changes in the way we think and operate in order to place the right people with the right skills, at the right time and place, and at the best value, to support and accomplish 21st Century Coast Guard missions. In order to improve personnel support systems, every CG PSC employee must embody the Guardian ethos not only to protect, save and defend the American public, but to also take care of one another.

BACKGROUND

Current Environment

The U.S. Coast Guard, one of the nation's five armed services, is the principal Federal agency responsible for maritime safety, security, and stewardship. As such, we protect the vital economic, environmental, and security interests of the United States. This includes the personal safety and security of the maritime public, our natural and economic resources, the global commerce infrastructure, and the integrity of our maritime borders. We are committed to addressing all threats and hazards in a manner consistent with the law and in alignment with the goals and objectives of DHS. We do this throughout the maritime domain including in U.S. ports and inland waterways, along the coasts, on the high seas, and in other regions where our maritime equities are at stake.

As a military, multi-mission, and maritime service, we have three fundamental roles: maritime safety, security, and stewardship. In each of these roles, the Coast Guard depends on mission support from CG PSC to achieve its missions.

Over 1,700 military, civilian, and reserve employees of CG PSC located throughout the country provide:

- Regional depot-level housing, MWR, SPO, and a variety of other personnel services,
- Military compensation and benefits services, and
- Military recruiting, workforce career management, community service support, and separation/retirement services.

Most importantly, CG PSC consolidates military personnel mission support services under one command, eliminating excess bureaucracy, standardizing practices, and centralizing support services, all of which will improve the Coast Guard's readiness posture by creating a single point of accountability.

Mission Support Challenges

Throughout history, the Coast Guard has undergone significant organizational changes driven by vital national interests that have altered and expanded our missions. Building on studies and analysis of events such as 9/11 and Hurricane Katrina, the Coast Guard took a holistic view of mission execution and realized change was necessary in order to position the Service to meet current and future challenges. Meeting the challenge of change is a hallmark of our Guardian Ethos and by maintaining a steady course the Coast Guard will emerge from modernization and strategic transformation stronger and better positioned to meet new demands.

CG PSC must meet legacy and future HR system challenges. By benchmarking business practices against best practices, and building support systems that achieve a consistent business model to foster sustainability via standardized, repeatable, and scalable processes, we will address these challenges by making strategy driven decisions. Future challenges will emerge and evolve, and the following list highlights a few of the challenges CG PSC currently faces:

Workforce Trends and Demographics: The demand and competition for intellectual capital in a drastically changing demographic have never been greater. The Coast Guard must be able to attract, develop, and retain a diverse and talented workforce. Our people will continue to

operate in a more complex, technologically sophisticated environment. As the cost of people rise in a declining budget environment, human capital strategies must align and leverage resources to improve efficiency and effectiveness of recruiting and talent management processes.

- **Meeting Workforce Expectations in a Modernized Coast Guard:** As CG PSC moves from the design phase to operating phase, and as other modernization entities are established, Coast Guard personnel continue to accomplish extraordinary results in an ordinary fashion. The complexity of Coast Guard operations and the demand for Coast Guard services continue to expand. As National interests evolve and modernization progresses, our people expect and deserve the very best personnel service support. In order to provide this support, we must continue to develop innovative, cost-effective, and timely methods to improving service delivery models.
- **Keeping Pace with Emerging Technologies:** Unprecedented complexity and advances in technology over the past 15 years resulted in an explosion in the volume of data and information. Incorporating and balancing technology-based resources in human capital systems supporting Coast Guard mission execution is a necessity. Whether validating the accuracy and timeliness of HR and payroll systems, incorporating recruiting strategies, improving health care diagnostic services, or making day-to-day data-driven workforce management decisions, CG PSC must incorporate emerging technologies into our mission support ethos.
- **Constrained Resources:** As requirements and demands for additional personnel services increase, competition for funding will also increase service- and department-wide. Future decremental operating budgets add even more challenges to an already resource-strained environment. The ability to track money and people to mission execution has never been more important. Ensuring fiscal stewardship of limited resources from the planning process to obligation will ensure organizational leaders make informed decisions, provide the right resources at the right time, and provide a Coast Guard that proudly and efficiently serve American interests around the globe.
- **Coordination of Efforts:** As the modernized Coast Guard organizational structure takes shape and reaches full operating capacity, the need for coordinating efforts between DCMS Logistics/Service Center elements to eliminate duplication of effort and to integrate mission support services will be clearer. CG PSC must recognize and quickly seize upon all opportunities to align efforts and share services to operate more efficiently and effectively.

Strategic Guidance

A central theme in the strategic management of mission support personnel services is the alignment of mission support strategies with DHS and Coast Guard missions, goals, and objectives through analysis, planning, investment, and management of mission support personnel services. Integrating, aligning, and implementing these strategic tenets with CG PSC business plan are key success factors in building a highly effective and efficient performance based command.

DHS Guidance

The Homeland Security Act of 2002 created the Department of Homeland Security (DHS) in the largest merger in the Federal Government since the creation of the Department of Defense in 1947. With over 216,000 employees, DHS brought together workforces from 22 distinct agencies and programs. The overriding and urgent mission is to lead the unified national effort to secure the country and preserve our freedoms. In the *U.S. Department of Homeland Security Strategic Plan Fiscal Years 2008-2013*, the following strategic goals guide Coast Guard activities.

- **Goal 1:** Protect our Nation from dangerous people,
- **Goal 2:** Protect our Nation from dangerous goods,
- **Goal 3:** Protect critical infrastructure,
- **Goal 4:** Strengthen our Nation's preparedness and emergency response capabilities, and
- **Goal 5:** Strengthen and unify DHS operations and management.

Subsequently, the DHS Chief Human Capital Officer (CHCO) published the *U.S. Department of Homeland Security (DHS) Human Capital Strategic Plan for Fiscal Years (FY) 2009-2013*. This plan supports the Department's plan, and builds on the human capital progress made in key areas. The *DHS Human Capital Strategic Plan's* four strategic goals are:

- **Goal 1: Talent Acquisition and Retention.** Become a premier employer that attracts and retains high-quality, diverse talent by investing in employees through continuous learning and Department-wide career opportunities. DHS is a culture where every employee can maximize his/her potential.
- **Goal 2: Diversity.** Enhance diversity at all levels throughout DHS, to better reflect the composition of the nation so that our workforce will provide the widest range of solutions, ideas, perspectives, opportunities, and decisions to protect and secure America.
- **Goal 3: Employee Learning and Development.** Build Department-wide capabilities and systems that provide training, education, and professional development opportunities that enable "Team DHS" to meet strategic, operational, and tactical mission requirements.
- **Goal 4: Policy.** Implement consistent, but flexible, Department-wide human capital policies, programs, and practices to strengthen and unify DHS operations and management.

To the extent possible, CG PSC goals are designed to align with those of the *DHS Human Capital Strategic Plan*.

Coast Guard Guidance

ADM Papp provided these four guiding principles soon after becoming the 24th Commandant of the Coast Guard:

1. **Steady The Service:** We must remain committed to focusing on our core roles and missions as defined in Pub One. To reduce stress on our Service and maintain the highest level of readiness we must emphasize our statutory missions, finish organizational realignment and prioritize demands for our services within the budget. We must continue to pursue replacement assets for the future and return to a sustainable state.
2. **Honor Our Profession:** We must remain committed to professional service by demonstrating the highest competence in execution and support of our varied missions. At all times, we are a military organization guided by responsibility, authority, and accountability. Mission excellence is our north star. Honoring our Profession requires inspired leadership to develop knowledge, skills, pride and experience, in a nurturing environment, built from a foundation of clear doctrine and training. We will not ask you to do more than our resources allow, but we must do our absolute best with what we have.
3. **Strengthen Our Partnerships:** We are committed to partnerships. They are a force multiplier. As demand for our Service continues to expand, and the threats in the maritime environment increase in complexity, a unilateral approach will not be the best or most efficient means to achieve mission success. We can be more efficient and provide greater value to our country when we forge partnerships with local, state, federal, tribal and international agencies. For the same reasons, strengthening appropriate relationships with private industry is imperative. Ultimately, strong partnerships are critical to enhancing our capability, effectiveness and credibility in the maritime domain.
4. **Respect Our Shipmates:** We are committed to a climate of care and concern for Shipmates, active, reserve, civilian, auxiliary, families, and retirees, on a daily basis. Our people are the Coast Guard's greatest asset and our ability to perform our mission ultimately depends on their health, vibrancy, training and capabilities. We must provide the best in human resource management, administrative support, wellness programs and professional development, while maintaining a safe, collaborative and productive work environment. Our Service must also draw strength from the diversity of our Nation. We should strive for the Coast Guard to be recognized as the profession of choice for Americans of all backgrounds.

The *DCMS Fiscal Year 2009 Modernization Business Plan* includes important guiding principles that further steer CG PSC's direction over the next five years. The DCMS guiding principles include:

- Take care of the workforce. [Hire, grow, and sustain an effective, motivated, trained, and properly certified mission support workforce].

- Stay connected to the operator. [Ensure accountability throughout DCMS for responsiveness to the field].
- Ensure standard, disciplined, repeatable & scaleable processes.
- Provide consistent, requirements-driven services to all units, whether co-located or remote.
- Ensure "No dropped calls." [Ensure highest customer service standards, seamless support delivery, and accountability across mission support enterprise].
- Adhere to the Bi-level maintenance support/services model (depot and unit level).
- Ensure support compliance with Policy & Support Doctrine from Headquarters and Logistics/Service Centers.
- Provide integrated support and alignment with CG Modernization Bi-Directional relationships. [Clearly defined integration between support providers, operational partners, customers, and stakeholders at all levels of the Coast Guard].
- Provide career advancement opportunities & reward systems.
- Provide a single accountable point of contact for integrating support to ensure adequate resourcing and alignment of different Logistics Center efforts.
- Ensure the DCMS organization can align with and work within the Incident Command Systems (ICS).
- Maintain integrity of support processes and foster continuous process improvement through enterprise-wide success measures.
- Ensure efficiency through shared services for similar functions and centralized management of resources above unit-level mission support.

The *DCMS Fiscal Year 2009 Modernization Business Plan* provides the vision, mission, and guidance needed to modernize CG PSC service-line mission support model. To the extent possible, CG PSC goals are designed to align with Coast Guard strategies and DCMS guidance.

VISION, MISSION, CORE VALUES, GUIDING PRINCIPLES, AND UNIT FOCUS

Vision:

Provide superior support for Coast Guard military personnel and meet the people needs of the Coast Guard – from recruiting through retirement!

Mission:

CG PSC supports mission execution by recruiting, accessing, assigning, and developing careers, maintaining well-being, compensating, separating, and retiring all Coast Guard military personnel.

Core Values:

Honor: Integrity is our standard. We demonstrate uncompromising ethical conduct and moral behavior in all of our personal actions. We are loyal and accountable to the public trust.

Respect: We value our diverse work force. We treat each other with fairness, dignity, and compassion. We encourage individual opportunity and growth. We encourage creativity through empowerment. We work as a team.

Devotion to Duty: We are professionals, military and civilian, who seek responsibility, accept accountability, and are committed to the successful achievement of our organizational goals. We exist to serve. We serve with pride.

These core values are more than just Coast Guard rules of behavior. They are deeply rooted in the heritage that has made our organization great and are essentially “conditions of employment.” They demonstrate who we are and guide our performance, conduct, and decisions every minute of every day. Because we each represent the Coast Guard to the public, we must all embrace these values in our professional undertakings as well as in our personal lives.

Guiding Principles:

Our guiding principles define and influence directions and actions taken by CG PSC in an ongoing effort to sustain and improve Coast Guard mission execution. In every situation and interaction, these principles must guide our actions since they represent both our organizational attributes and individual behaviors.

- **Leadership:** We shall direct mission support personnel services with clear objectives, an effective presence and a unity of effort by establishing high expectations for service-line delivery, creating a customer-focused culture, and fostering a work environment of mutual respect and equal treatment. Moreover, as mission support systems become more complex in a dynamically changing service, CG PSC leadership will apply appropriate risk management while remaining agile, flexible, and responsive to ensure Coast Guard mission execution.
- **Accountability:** We shall achieve our goals by remaining accountable to the mission support system in making decisions and providing services, consistent with existing policy and practice, that are thorough, fair and impartial. In addition, through this system we will encourage innovation, empowerment, teamwork, and personal recognition. As public servants in an environment of constrained resources, we will act as responsible

stewards of those resources entrusted to us.

- **Integrity of Results:** We shall strive to optimize every outcome by exercising honor and integrity in every situation and interaction. Visibility and transparency of information is a hallmark of every high-performing organization, and CG PSC will utilize Business Intelligence systems to publish measurement of key results and outcomes. We will safeguard the privacy of every member's personal information and communicate internal processes and decisions, to the degree that confidentiality allows. We will balance all actions with our strong desire to provide the best possible customer service.
- **Partnerships:** We shall be a trustworthy partner in improving not only CG PSC systems, but all mission support systems. By capitalizing on emerging technologies and through education and outreach, we will foster personnel service expertise throughout the Coast Guard to serve as an indispensable resource for our members. As the addage goes, 'everything is connected', and CG PSC will support collaborative initiatives to the betterment of the Coast Guard mission support system.

Unit Focus:

Professionally manage the future uncertainty within the workforce: During this period of time where there are constant uncertainties regarding the budget and our workforce, it is up to CG PSC to be the stable voice of the service and ensure we work through these challenges in a logical, straightforward, and professional manner serving all of our personnel in the best way possible.

Ensure "personal" attention is included in the "personnel" world of work: CG PSC should treat every member of the workforce in a personal way and ensure that each individual receives the personal attention they deserve as a member of the Coast Guard. We should never treat anyone as a "number" or in any way that would leave them feeling they were not treated as a human being and a valuable part of the organization.

If a policy doesn't make sense any more, let's change it: Too many times we do things because "that is the way we have always done it." Our challenge at CG PSC will be to find new ways to do things and eliminate bureaucratic or out-of-date processes that do not allow us to be as efficient or effective as we could be or that don't properly serve our workforce any more. Find the areas that need changing and let's change them.

STRATEGIC GOALS AND OBJECTIVES

Goal 1 – Unity of Effort; Human Resource (HR) Service Delivery Models:

Place all elements that support the military and civilian workforce under one command to provide centralized personnel support services and expertise that exceed the individual unit responsibility and capacity. Within this construct, develop HR Service Delivery Models that provide cost-effective and efficient service lines.

Objective 1.1. We will oversee field level execution of HR services, and create, implement, and model effective and efficient business line processes via newly established Coast Guard bases. We will promulgate doctrine and best-practices that define our role as the HR technical authority and the roles of our operational partners. We will determine what tools, systems, and training are needed to fully achieve effectiveness as the Coast Guard HR technical authority.

Objective 1.2. We will research and partner with other key organization stakeholders to transition our current HR and payroll systems to the next generation enterprise personnel management HR information technology (HRIT) system. Our new HRIT system will be cost-effective, CFO audit compliant, consolidate a myriad of current disjointed systems, and will be user-friendly by both the customer and the Coast Guard. Suitably replacing the antiquated, resource-intensive, and costly IBM mainframe computer at PPC Topeka for the Joint Uniform Military Pay System (JUMPS) database will be a key focus of this effort. We will leverage technology, including the use of electronic imaging to gain efficiencies and audit compliance throughout the entire payroll system.

Objective 1.3. We will transition from a military organization to a total Coast Guard workforce organization. Currently the Office of Civilian Personnel (CG-121) is not integrated or aligned with our active duty and reserve military workforce for centralized services, support, and expertise. This separation does not lend itself to a global view of the entire Coast Guard workforce, makes execution of effective HR policies and procedures harder, and does not ensure every Coast Guard member receives the same level of service and support from a centralized organization. To effectively manage all facets of the Coast Guard workforce organization, and to efficiently and feasibly implement cost-saving processes and procedures throughout the organization, we will aggressively partner with organizational stakeholders to place the execution of the Coast Guard civilian workforce under CG PSC's authority, responsibilities, and oversight.

Objective 1.4. We will consolidate all Servicing Personnel Offices (SPOs) into an efficient and effective organization that provides the best delivery of field level administrative pay support while meeting all CFO audit compliance standards. We will utilize the SPOs that are under the direct management and oversight of CG PSC to standardize a myriad of personnel service processes and procedures throughout the organization to realize large-scale efficiencies.

Objective 1.5. We will establish service lines and core services that make sense and that operate in the spirit of the Coast Guard Mission Support Business Model (MSBM). We will tailor the four cornerstones of the MSBM into our HR world of work to improve productivity, realize efficiencies, and consolidate functions.

Goal 2 – Military Workforce Management:

Deliver efficient, effective, and aligned services from recruitment of a diverse and highly qualified workforce to military career management through separation/retirement.

Objective 2.1. We will recruit and access a highly qualified military workforce to meet the HR needs of the Coast Guard. We will meet our annual recruiting and accession mission, both active and reserve, with highly qualified and motivated individuals.

Objective 2.2. We will incorporate our responsibilities from the Coast Guard's Diversity Strategic Plan into our Business Plan. We will ensure the Commandant's Diversity Policy Statement is ingrained in everything we do, both internally and externally. We will strengthen existing relationships, or aggressively establish new ones, with specialized population affinity groups to improve recruiting opportunities and the diversity makeup of the Coast Guard workforce. We will review our non-Academy officer corps recruiting programs such as the Officer Candidate School (OCS), the College Student Pre-Commissioning Initiative (CSPI), and the Blue-21 Flight Initiative to ensure they are meeting diversity recruiting goals.

Objective 2.3. We will evaluate our current military (active duty, reserve, officer/enlisted/cadet) and civilian recruiting model to determine if improvements can be made to realize cost savings and improve workforce diversity. We will review our recruiting office and recruiter organization staffing levels and ensure all resources are adequately and strategically placed to meet our active and reserve missions in the most effective and efficient manner possible.

Objective 2.4. We will efficiently and effectively manage the Coast Guard workforce and key policies and processes affecting assignments, evaluations, enlisted advancements, and officer promotions, and members' military status. We will effectively manage the organizational need for Science, Technology, Engineering, and Mathematics (STEM) degrees while balancing first tour officer assignments, officer career paths and promotability, and diversity goals. We will review Active Duty Operational Support (ADOS) policies and work with our operational commanders to effectively manage long term Reserve workforce needs in the field.

Objective 2.5. We will transition to and fully implement an Electronically Imaged Personnel Data Record (EI-PDR) system. This will eliminate the need for field PDRs, improve our HR records system, provide ready-access to key documents tied to pay and benefits, and save enormous amounts of time and energy.

Goal 3 – Field Level Personnel Support Services:

Improve field level personnel services through newly established base commands.

Objective 3.1. We will integrate, coordinate, plan, and execute depot-level HR support to field commanders in matters related to military personnel and dependents. We will establish effective and efficient CG PSC service lines in all personnel support areas, including pay, travel, and transportation, decedent affairs and military funeral honors, issuance of identification cards/DEERS enrollment, educational services, housing, mutual assistance, MWR, illegal drug use testing, etc.

Objective 3.2. We will utilize existing or establish new performance measures in personnel service and support areas to ensure alignment with CG-1's Strategic Plan and DCMS's Logistics Transformation initiative. We will incorporate a robust overarching CG PSC quality

assurance program that will ensure we are delivering the best possible personnel service and support that is timely, efficient, and effective, from recruiting through retirement and beyond.

Goal 4 – Compensation and Benefits:

Deliver centralized compensation and benefits support by minimizing material risks through timely, accurate, and complete HR payroll systems input.

Objective 4.1. We will provide responsive and caring personnel and compensation services for all Coast Guard military members, retirees, annuitants, and other customers. Adequate compensation leads to a motivated workforce; timely and accurate compensation with requisite customer service leads to a more motivated, loyal workforce that meets operational mission HR requirements, increases retention, and provides the Coast Guard with a highly trained and experienced workforce. We will efficiently and effectively provide centralized compensation and benefits support to meet the needs of Coast Guard workforce.

Objective 4.2. We will implement the necessary Yeoman (YN) rating changes recommended in the forthcoming YN Manpower Requirements Analysis Report and other organizational studies and reports. YNs serve as a direct representative to active duty, reserve, and other Coast Guard workforce members for pay and benefits service and support, and are ultimately responsible for over a million pay and personnel transactions annually. Resolving long-standing material weaknesses related to the YN rating are critical to deliver timely and accurate pay, and transforming the Coast Guard's financial organization into a model of excellence capable of sustaining a clean CFO audit opinion, while supporting mission execution.

Objective 4.3. We will deliver centralized compensation and benefits support by minimizing material risks through timely, accurate, and complete HR payroll systems input, internal controls, and data quality assurance efforts.

Objective 4.4. We will operate profitable and convenient CGES and MWR programs for the Coast Guard workforce. Our non-pay benefits programs will maximize MWR contributions, improve the overall quality of life of the Coast Guard family, and improve readiness and retention.

CONCLUSION

The urgency of the Coast Guard mission to safeguard the nation against all threats, hazards, and challenges in the maritime domain, today and in the future, requires strategic intent and action at all levels of our service. Supporting the men and women of the Coast Guard charged with accomplishing this mission requires a forward-looking plan and call for action that effectively and efficiently meets personnel service needs. By focusing on key priorities and developing strategies for current and emerging challenges, we will further strengthen our commitment to our people while remaining Semper Paratus.

Now more than ever, people are our most valuable resource. They are the enduring strength of our service and provide the asymmetric advantage that will assure successful Coast Guard modernization and strategic transformation. Our objective to create manpower and personnel support systems capable of placing the right people with the right skills, at the right time and place, and at the best value, to support and accomplish 21st century Coast Guard missions is dependant on the human factor.

The accomplishments and personnel services executed by CG PSC will improve the service we provide our operational partners by leveraging a single point of contact for mission support personnel services and consistent, standardized service offerings Coast Guard-wide, with clear lines of accounting. These services will be centrally managed, but regionally executed through Personnel Service Departments at Base commands.

This four year business plan focuses on generating significant results in key areas: HR service delivery models; military workforce management; regional personnel services support; and, compensation and benefits. By realizing these results we will improve the quality, reliability, and efficiency of existing personnel services.

These are exciting and dynamic times for our Service. This CG PSC Business Plan moves the Coast Guard toward a modern, standardized, and integrated mission support model with the agility, flexibility, and responsiveness to work collaboratively to support mission execution in the 21st century. I am excited to be part of our mission support team, and look forward to working with the men and women of CG PSC to meet the challenges that lie ahead!